



# INDIANA DEPARTMENT OF CHILD SERVICES

Quarterly Report  
to  
The Indiana State Budget Committee  
and  
The Indiana Legislative Council

Submitted by:  
James W. Payne, Director  
For the quarter ended  
December 31, 2006



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Pursuant to IC 31-33-1.5, once every three months, the Department of Child Services is required to submit a report to the Budget Committee and the Legislative Council that provides data and statistical information regarding caseloads of child protection workers. This report details:

1. The department's progress in recruiting, training and retaining caseworkers
2. The methodology used to compute caseloads for each child protection worker
3. The statewide average caseloads for child protection caseworkers and whether they exceed the standards established by the department
4. A written plan that indicates steps that are being taken to reduce caseloads if the report indicates that average caseloads exceed caseload standards
5. Recommendations for best management practices and resources required to achieve effective and efficient delivery of child protection services

### 1. Recruitment, Training and Retention of Family Case Managers

In order to reach the second year goal of adding 175 new family case managers (FCMs) and 25 new supervisors in SFY 2007, DCS continues to look at personnel and training needs along with capacity. DCS Currently has an embedded Human Resources Manager, plus three other staff positions in State Personnel to support the agency. With these resources, the recruitment and hiring process is operating smoothly.

A timeline was established to outline the steps beginning with identifying counties in need of staff and ending with the FCMs first day of work. The process takes a minimum of eight weeks and requires interviewing a minimum of seven applicants for each position available. Recruiting and interviewing is done locally; the process is managed by Central Office and is detailed in Exhibit 1. Whenever possible, more lead time is added to allow for more flexibility.

DCS determines the optimum hiring schedule on a rolling basis—at least eight weeks before the start date. The first class began July 5, 2005 and a new class was added nearly every two weeks for a total of 23 classes during SFY 2006 and 12 classes in the first half of SFY 2007. In each new bi-weekly class, slots were created for both new hires and vacancy fills, depending on need. Groups ranged in size from 20 to 25. The location of the training cohort was regionally based and corresponded with where the trainees would eventually be stationed.

The training course itself has been revised based upon the feedback of graduates. For the first eleven months of fiscal year 2006, training took place over a twelve week period. Four of the twelve weeks took place in Indianapolis and the other eight were set in one of



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the regional training centers. In May 2006, the course was reduced to nine weeks of work in a classroom with transfer of learning days occurring in the county offices. Following that are three weeks of on-the-job training. Further enhancements to both the transfer of learning activities and on-the-job training are under development and will be outlined in a future report.

Since July 1, 2005, the Department of Child Services (DCS) has increased the total number of FCM positions by 350, from 848 to 1,198. The number of filled FCM positions increased from 708 as of July 1, 2005 to 1115 on December 31, 2006, representing an increase of 407 people. The chart below summarizes the increases.

Data as of:	<u>7/01/2005</u>	<u>6/30/2006</u>	<u>12/31/2006</u>	<u>Gain/ (Loss)</u>
# of FCM 2 & 3 positions	848	1023	1198	350
# of filled FCM positions	708	1012	1115	407
# of FCM vacancies	140	11	83	(57)

In other words, 407 more FCMs are in the field or in training, serving Indiana children because the number of available positions increased by 350 and the number of vacancies decreased by 57. Since the last report, there was an increase in vacancies due to the fact that we are allocating and filling new positions based on the practice reform rollout, hence we are not filling vacancies that are occurring in other counties.

During SFY 2006 and the first half of SFY 2007, 228 FCMs left state employment vis-à-vis termination, resignation or retirement. Of those, 73 were employed for a year and a half or less. Currently, DCS is in the process of preparing a survey for exit interviews.

## 2. Caseload data

On a monthly basis, DCS gathers information to determine which counties are in the greatest need of staff. The information is gathered from Indiana's automated child welfare reporting system (ICWIS) and from local county directors. ICWIS provides information on the number of new investigations opened each month and the number of children served by the county. County directors confirm staffing levels, including total staff, staff in training, and staff unavailable for any reason. This information is loaded into a spreadsheet. DCS is converting to using PeopleSoft numbers rather than self-reported numbers as inconsistencies have been found in the self-reported numbers. The 12/17 standard represents that of the Child Welfare League of America and is the requirement established by legislation that DCS must meet by July 1, 2008, which is 12 new investigations per month or 17 on-going children.



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Exhibit 2 shows the number of FCMs needed to reach 12 investigations OR 17 on-going children. Please note that these numbers are cyclical and vary from month to month.

The issue of caseload data must include the current national discussion regarding caseload definitions. As currently set out in statute, DCS must comply with standards that include 12 new investigations per month or 17 ongoing children being supervised by a case manager at any one time. Those definitions are clear in large to medium counties where the caseloads allow those divisions to be clearly defined. In smaller counties, however, the issue of mixed caseloads is more difficult to determine, in large part because ongoing caseloads of 17 are fairly static while new investigation caseloads are fluid, changing day to day, week to week. We will continue to work with national leaders and organizations as these discussions bring more mathematical certainty to those designations.

Additionally, there is tremendous national dialogue on the issue of defining caseload versus workload. The distinction has to do with the number of cases a casework manager will have versus the work necessary to adequately and appropriately provide that work – leading to safety, permanency, and well-being for children and families. This becomes particularly more difficult as we add to or significantly change the workload requirements for case managers either by statute or by policy. One example of this is the recent requirement for more extensive criminal background checks, specifically referring to the time and complexity involved for a case manager to obtain those background checks.

Finally, the issue of caseload reduction will be impacted greatly as DCS implements its philosophy of practice in safety for children remaining at home, implementing a practice of engaging families through team participation, and more accurate assessment of initial care and ongoing treatment. Over time, it is anticipated that these matters will be effective in reducing the degree and intensity of involvement and various stages through the process.

### 3. Percentage of caseloads in compliance with standards.

Analysis of Exhibit 2 indicates that, as of December 31, 2006, 4.3% or 4 counties meet the 12/17 standard.

It should be noted that these numbers are based on peak caseloads. It is possible that any individual FCM will be carrying a caseload in excess of benchmark. However, as additional FCMs are hired and trained, and existing FCMs are retained on the job, peak



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should better reflect actuals. Moreover, as additional FCMs are hired, based on allowances set in the biennium budget, caseloads should decline and approach acceptable levels.

#### 4. Plans to reduce caseloads

DCS will continue with the plan to hire 175 case managers per year for FY 2007 as funded by the General Assembly in addition to 25 supervisors. Monthly, the caseload averages will be calculated and analyzed. For the next biennium, the number of additional case managers needed to bring DCS into compliance with caseloads as defined by state law have been calculated and submitted in the budget request.

#### 5. Effective and Efficient Delivery of Child Protection Services

Beginning December 2005, DCS embarked upon a comprehensive practice reform initiative. It is a grass roots initiative that will teach Family Case Managers how to engage and team with families in ways the department has never done. We believe this approach will have significant long-term impact on positive outcomes for children and families, leading to shorter lengths of stay, faster reunification or permanence and will ultimately reduce case loads.

Although many positive steps occurred to facilitate the effective and professional delivery of child protection services, many challenges remain. They include:

- Continuation of hiring new FCMs to reach legislated caseloads
- Sufficient supervision to ensure proper support of FCMs
- Sufficient support staff for supervisors and FCMs in local offices
- Sufficient legal staff to support legal needs of local offices
- Sufficient administrative staff to support county operations
- Sufficient central office staff to support financial, policy, training, programs, and quality assurance

As mentioned previously, DCS will continue to hire FCMs and supervisors throughout SFY 2007 as provided for in the budget. All required legal staff should be in place by the end of SFY 2007. Local contract attorney positions have been and continue to be converted into state staff attorneys. Under this arrangement, legal counsel for the department is more comprehensive and congruent as FCMs and lawyers work together in the same office to prepare cases.



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Much research has gone into the analysis of Central Office functions and the needs for adequately supporting the work in the field. Organizational structures and ratios in other states were reviewed by the Annie E. Casey Foundation's Strategic Consulting Group. Based on their input and DCS executives' assessments, a proposal for additional staff was submitted to and approved by the State Budget Agency for SFY 2007. An analysis of the need for additional staff in the next biennium showed they are critical in supporting the work of the 1,115 FCMs who are direct service providers.



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# Cohort Hiring Status Report

## SFY 06

	Cohort #	Identify County	Training Location chosen	Post	Recruit	Applications evaluated and routed	Interview Complete	Position Offered	Position Accepted	Copy of offer/ information letter/release for background check to Central Office	Background Check Begun	Packet Sent	Hotel Confirmation	Start Date	Graduation Date
Responsibility		Stephanie Beasley	Stephanie Beasley	Yonda Snyder, SPD	HR, Regional Managers, County Directors	Yonda Snyder, SPD	Regional Managers, County Directors	Regional Managers, County Directors	Applicant	Regional Managers, County Directors	Yonda Snyder, SPD	Regional Managers, County Directors	Peggy Farrar	Employee	Employee
Time Frame		Day One	Day One	Day One	Day 14	Day 21	Day 28	Day 35	Day 42	Day 44	Day 45	Day 46	Day 49	Day 56	Day 140
	1	11-May	Marion County	11-May	24-May	31-May	7-Jun	14-Jun	21-Jun	23-Jun	24-Jun	25-Jun	28-Jun	5-Jul	27-Sep
	2	24-May	Marion County	24-May	6-Jun	13-Jun	20-Jun	27-Jun	4-Jul	6-Jul	7-Jul	8-Jul	11-Jul	18-Jul	10-Oct
	3	7-Jun	Marion County	7-Jun	20-Jun	27-Jun	4-Jul	11-Jul	18-Jul	20-Jul	21-Jul	22-Jul	25-Jul	1-Aug	24-Oct
	4	VOID	VOID	VOID	VOID	VOID	VOID	VOID	VOID	VOID	VOID	VOID	VOID	VOID	VOID
	5	13-Jul	Marion County	13-Jul	26-Jul	2-Aug	9-Aug	16-Aug	23-Aug	25-Aug	26-Aug	27-Aug	30-Aug	6-Sep	29-Nov
	6	23-Jul	Fort Wayne	23-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	4-Sep	5-Sep	6-Sep	9-Sep	16-Sep	9-Dec
	7	9-Aug	Scottsburg	9-Aug	22-Aug	29-Aug	5-Sep	12-Sep	19-Sep	21-Sep	22-Sep	23-Sep	26-Sep	3-Oct	26-Dec
	8	23-Aug	Vincennes	23-Aug	5-Sep	12-Sep	19-Sep	26-Sep	3-Oct	5-Oct	6-Oct	7-Oct	10-Oct	17-Oct	9-Jan
	9	20-Sep	Indianapolis	20-Sep	3-Oct	10-Oct	17-Oct	24-Oct	31-Oct	2-Nov	3-Nov	4-Nov	7-Nov	14-Nov	6-Feb
	10	4-Oct	Michigan City	4-Oct	17-Oct	24-Oct	31-Oct	7-Nov	14-Nov	16-Nov	17-Nov	18-Nov	21-Nov	28-Nov	20-Feb
	11	18-Oct	Indianapolis	18-Oct	31-Oct	7-Nov	14-Nov	21-Nov	28-Nov	30-Nov	1-Dec	2-Dec	5-Dec	12-Dec	6-Mar
	12	15-Nov	Scottsburg	15-Nov	28-Nov	5-Dec	12-Dec	19-Dec	26-Dec	28-Dec	29-Dec	30-Dec	2-Jan	9-Jan	3-Apr
	13	29-Nov	Indianapolis	29-Nov	12-Dec	19-Dec	26-Dec	2-Jan	9-Jan	11-Jan	12-Jan	13-Jan	16-Jan	23-Jan	17-Apr
	14	13-Dec	Indianapolis	13-Dec	26-Dec	2-Jan	9-Jan	16-Jan	23-Jan	25-Jan	26-Jan	27-Jan	30-Jan	6-Feb	1-May
	15	27-Dec	Indianapolis	27-Dec	9-Jan	16-Jan	23-Jan	30-Jan	6-Feb	8-Feb	9-Feb	10-Feb	13-Feb	20-Feb	15-May
	16	10-Jan	Michigan City	10-Jan	23-Jan	30-Jan	6-Feb	13-Feb	20-Feb	22-Feb	23-Feb	24-Feb	27-Feb	6-Mar	29-May
	17	24-Jan	Marion	24-Jan	6-Feb	13-Feb	20-Feb	27-Feb	6-Mar	8-Mar	9-Mar	10-Mar	13-Mar	20-Mar	12-Jun
	18	7-Feb	Marion County	7-Feb	20-Feb	27-Feb	6-Mar	13-Mar	20-Mar	22-Mar	23-Mar	24-Mar	27-Mar	3-Apr	26-Jun
	19	21-Jan	Scottsburg	21-Jan	3-Feb	10-Feb	17-Feb	24-Feb	3-Mar	5-Mar	6-Mar	7-Mar	10-Mar	17-Mar	9-Jun
	20	7-Mar	Fort Wayne	7-Mar	20-Mar	27-Mar	3-Apr	10-Apr	17-Apr	19-Apr	20-Apr	21-Apr	24-Apr	1-May	24-Jul
	21	VOID	VOID	VOID	VOID	VOID	VOID	VOID	VOID	VOID	VOID	VOID	VOID	VOID	VOID
	22	11-Apr	Vincennes	11-Apr	24-Apr	1-May	8-May	15-May	22-May	24-May	25-May	26-May	29-May	5-Jun	28-Aug
	23	25-Apr	Marion County	25-Apr	8-May	15-May	22-May	29-May	5-Jun	7-Jun	8-Jun	9-Jun	12-Jun	19-Jun	11-Sep

# Cohort Hiring Timeline

## SFY 07

### Exhibit 1

	Cohort #	Identify County	Training Location chosen	Post	Recruit	Applications evaluated and routed	Interview Complete*	Position Offered*	Position Accepted	Distribute Info Packet / Send Signed Applicant Release form to HR	Background Check Begun	Offer Letter Sent	Hotel Confirmation Complete	Start Date	Graduation Date
Responsibility		Stephanie Beasley	Stephanie Beasley	Yonda Snyder, SPD	HR, Regional Managers, County Directors	Yonda Snyder, SPD	Regional Managers, County Directors	Regional Managers, County Directors	Applicant	Regional Managers, County Directors	Yonda Snyder, SPD	Yonda Snyder, HR	Peggy Farrar	Employee	Employee
Time Frame		Day One	Day One	Day One	Day 14	Day 21	Day 28	Day 35	Day 42	Day 44	Day 45	Day 46	Day 49	Day 56	Day 140
	24	16-May-06	Fort Wayne	16-May	29-May	5-Jun	12-Jun	19-Jun	26-Jun	28-Jun	29-Jun	30-Jun	3-Jul	10-Jul	2-Oct
	25	30-May-06	Michigan City	30-May	12-Jun	19-Jun	26-Jun	3-Jul	10-Jul	12-Jul	13-Jul	14-Jul	17-Jul	24-Jul	16-Oct
	26	13-Jun-06	Muncie	13-Jun	26-Jun	3-Jul	10-Jul	17-Jul	24-Jul	26-Jul	27-Jul	28-Jul	31-Jul	7-Aug	30-Oct
	27	27-Jun-06	Scottsburg	27-Jun	10-Jul	17-Jul	24-Jul	31-Jul	7-Aug	9-Aug	10-Aug	11-Aug	14-Aug	21-Aug	13-Nov
	28	12-Jul-06	Michigan City	12-Jul	25-Jul	1-Aug	8-Aug	15-Aug	22-Aug	24-Aug	25-Aug	26-Aug	29-Aug	5-Sep	28-Nov
	29	25-Jul-06	Marion County	25-Jul	7-Aug	14-Aug	21-Aug	28-Aug	4-Sep	6-Sep	7-Sep	8-Sep	11-Sep	18-Sep	11-Dec
	30	8-Aug-06	Indianapolis	8-Aug	21-Aug	28-Aug	4-Sep	11-Sep	18-Sep	20-Sep	21-Sep	22-Sep	25-Sep	2-Oct	25-Dec
	31	22-Aug-06	Vincennes	22-Aug	4-Sep	11-Sep	18-Sep	25-Sep	2-Oct	4-Oct	5-Oct	6-Oct	9-Oct	16-Oct	8-Jan
	32	5-Sep-06	Fort Wayne	5-Sep	18-Sep	25-Sep	2-Oct	9-Oct	16-Oct	18-Oct	19-Oct	20-Oct	23-Oct	30-Oct	22-Jan
	33	19-Sep-06	Muncie	19-Sep	2-Oct	9-Oct	16-Oct	23-Oct	30-Oct	1-Nov	2-Nov	3-Nov	6-Nov	13-Nov	5-Feb
	34	3-Oct-06	Vincennes	3-Oct	16-Oct	23-Oct	30-Oct	6-Nov	13-Nov	15-Nov	16-Nov	17-Nov	20-Nov	27-Nov	19-Feb
	35	17-Oct-06	Michigan City	17-Oct	30-Oct	6-Nov	13-Nov	20-Nov	27-Nov	29-Nov	30-Nov	1-Dec	4-Dec	11-Dec	5-Mar
	36	28-Nov-06	Marion County	28-Nov	11-Dec	18-Dec	25-Dec	1-Jan	8-Jan	10-Jan	11-Jan	12-Jan	15-Jan	22-Jan	16-Apr
	37	12-Dec-06	Fort Wayne	12-Dec	25-Dec	1-Jan	8-Jan	15-Jan	22-Jan	24-Jan	25-Jan	26-Jan	29-Jan	5-Feb	30-Apr
	38	26-Dec-06	Marion County	26-Dec	8-Jan	15-Jan	22-Jan	29-Jan	5-Feb	7-Feb	8-Feb	9-Feb	12-Feb	19-Feb	14-May
	39	23-Jan-07		23-Jan	5-Feb	12-Feb	19-Feb	26-Feb	5-Mar	7-Mar	8-Mar	9-Mar	12-Mar	19-Mar	11-Jun
	40	6-Feb-07		6-Feb	19-Feb	26-Feb	5-Mar	12-Mar	19-Mar	21-Mar	22-Mar	23-Mar	26-Mar	2-Apr	25-Jun
	41	20-Feb-07		20-Feb	5-Mar	12-Mar	19-Mar	26-Mar	2-Apr	4-Apr	5-Apr	6-Apr	9-Apr	16-Apr	9-Jul
	42	20-Mar-07		20-Mar	2-Apr	9-Apr	16-Apr	23-Apr	30-Apr	2-May	3-May	4-May	7-May	14-May	6-Aug
	43	17-Apr-07		17-Apr	30-Apr	7-May	14-May	21-May	28-May	30-May	31-May	1-Jun	4-Jun	11-Jun	3-Sep
	44	1-May-07		1-May	14-May	21-May	28-May	4-Jun	11-Jun	13-Jun	14-Jun	15-Jun	18-Jun	25-Jun	17-Sep
	45	#####		#####	#####	#####	#####	#####	#####	#####	#####	#####	#####		24-Mar
	46	#####		#####	#####	#####	#####	#####	#####	#####	#####	#####	#####		24-Mar
	47	#####		#####	#####	#####	#####	#####	#####	#####	#####	#####	#####		24-Mar
	48	#####		#####	#####	#####	#####	#####	#####	#####	#####	#####	#####		24-Mar

\* Local office is responsible for conducting employment and education verification and initial background check



# Projected FCM Staffing Needs

## Exhibit 2

Region	County	12/17 FCM Projected Need	Current PCN's	12/17 PCN Need	PCN % Attained	Current FCM's	Current Vacancies	12/17 FCM Need	FCM % Attained
4	Adams	4	3	1	75%	3	0	1	75%
4	Allen	96	74	22	77%	61	13	35	64%
14	Bartholomew	20	17	3	85%	16	1	4	80%
5	Benton	4	2	2	50%	2	0	2	50%
7	Blackford	3	3	0	100%	3	0	0	100%
9	Boone	8	7	1	88%	5	2	3	63%
13	Brown	3	2	1	67%	2	0	1	67%
5	Carroll	3	2	1	67%	2	0	1	67%
6	Cass	6	5	1	83%	5	0	1	83%
18	Clark	30	26	4	87%	23	3	7	77%
8	Clay	5	3	2	60%	3	0	2	60%
5	Clinton	9	7	2	78%	6	1	3	67%
17	Crawford	7	6	1	86%	6	0	1	86%
17	Daviess	5	5	0	100%	5	0	0	100%
15	Dearborn	9	9	0	100%	8	1	1	89%
15	Decatur	8	5	3	63%	5	0	3	63%
4	DeKalb	13	9	4	69%	8	1	5	62%
7	Delaware	41	34	7	83%	31	3	10	76%
17	Dubois	6	5	1	83%	5	0	1	83%
3	Elkhart	45	27	18	60%	24	3	21	53%
12	Fayette	10	9	1	90%	8	1	2	80%
18	Floyd	12	9	3	75%	8	1	4	67%
5	Fountain	4	4	0	100%	3	1	1	75%
12	Franklin	6	4	2	67%	4	0	2	67%
6	Fulton	5	4	1	80%	4	0	1	80%
16	Gibson	9	8	1	89%	8	0	1	89%
7	Grant	18	16	2	89%	16	0	2	89%
13	Greene	13	11	2	85%	10	1	3	77%
11	Hamilton	12	6	6	50%	5	1	7	42%
11	Hancock	7	5	2	71%	5	0	2	71%
18	Harrison	10	9	1	90%	7	2	3	70%
9	Hendricks	9	8	1	89%	8	0	1	89%

# Projected FCM Staffing Needs

16	Knox	12	8	4	67%	8	0	4	67%
3	Kosciusko	7	6	1	86%	6	0	1	86%
4	LaGrange	7	7	0	100%	7	0	0	100%
1	Lake	167	119	48	71%	119	0	48	71%
2	LaPorte	20	17	3	85%	17	0	3	85%
13	Lawrence	11	8	3	73%	8	0	3	73%
11	Madison	35	23	12	66%	23	0	12	66%
10	Marion	299	214	85	72%	204	10	95	68%
3	Marshall	12	8	4	67%	8	0	4	67%
17	Martin	2	1	1	50%	1	0	1	50%
6	Miami	11	7	4	64%	6	1	5	55%
13	Monroe	24	19	5	79%	19	0	5	79%
9	Montgomery	17	13	4	76%	12	1	5	71%
9	Morgan	12	9	3	75%	6	3	6	50%
2	Newton	4	2	2	50%	2	0	2	50%
4	Noble	9	7	2	78%	6	1	3	67%
15	Ohio	2	1	1	50%	1	0	1	50%
17	Orange	5	3	2	60%	3	0	2	60%
13	Owen	6	4	2	67%	4	0	2	67%
8	Parke	3	2	1	67%	2	0	1	67%
17	Perry	8	5	3	63%	4	1	4	50%
16	Pike	6	3	3	50%	3	0	3	50%
2	Porter	27	26	1	96%	24	2	3	89%
16	Posey	4	2	2	50%	2	0	2	50%
2	Pulaski	4	3	1	75%	3	0	1	75%
9	Putnam	13	8	5	62%	7	1	6	54%
7	Randolph	6	5	1	83%	4	1	2	67%
15	Ripley	9	8	1	89%	7	1	2	78%
12	Rush	7	4	3	57%	4	0	3	57%
3	Saint Joe	54	40	14	74%	39	1	15	72%
18	Scott	16	12	4	75%	9	3	7	56%
14	Shelby	12	8	4	67%	6	2	6	50%
17	Spencer	4	3	1	75%	3	0	1	75%
2	Starke	7	5	2	71%	3	2	4	43%
4	Steuben	18	10	8	56%	9	1	9	50%
8	Sullivan	6	5	1	83%	3	2	3	50%
15	Switzerland	5	4	1	80%	3	1	2	60%

# Projected FCM Staffing Needs

18	Washington	7	4	3	57%	4	0	3	57%
12	Wayne	15	12	3	80%	12	0	3	80%
4	Wells	6	4	2	67%	4	0	2	67%
5	White	5	4	1	80%	4	0	1	80%
4	Whitley	4	2	2	50%	2	0	2	50%
State Wide Total		1598	1198	400	75%	1115	83	483	70%